

**Public Service Commission
Business Plan**

2004 - 2005

Leadership and Excellence in Human Resource Management

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A Message from the Minister of Human Resources

Leadership. That is the theme underscoring our efforts for the coming year. Nova Scotia's Public Service Commission has a strong leadership role to play in a number of key areas that have a significant impact across government.

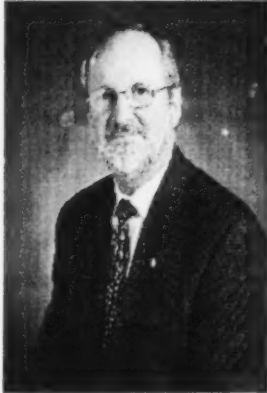
The PSC is responsible – in large part – for our people. It is our role to set the tone for human resource policies, programs and services. Among other things, policies help to create positive and safe work environments; programs can develop our future leaders; and services to our clients within government help them respond to the evolving needs of Nova Scotians.

There are few who would argue that the past decade has been a time of change and challenge. There are few again who would expect differently of the years to come. This is an exciting time for the PSC as we are beginning to see the results of much that has been undertaken during this time of change. Because of this, the PSC is well positioned to enhance its leadership role in areas as diverse as occupational health and safety to responding to any issues that may be raised in the government-wide employee survey.

I am pleased to introduce this year's business plan and look forward to working collectively with the PSC as we enter into a year of leadership opportunities.

Carolyn Bolivar-Getson
Minister, Human Resources

Message from the Commissioner



Having just joined the Public Service Commission in February, I am delighted to have had the opportunity to be a part of the team that developed our 2004-2005 business plan. From a personal perspective this planning effort proved to be an invaluable source of learning for me and an exciting opportunity to share leadership responsibility for setting our direction and priorities for the immediate future. Needless to say, I am especially keen to work with other PSC staff and colleagues in the broader HR community towards the successful completion of the 2004-2005 plan.

This year, the PSC will continue to focus on the strategic leadership role which the recent review, *New Directions and Opportunities Project*, recommended and our restructuring promised. Our focus will be on four human resource goals of critical importance to the public service: the service excellence expectation of those we serve, work-life interests and needs of those who serve, the safety and well-being of our workforce, and the fair, consistent and wise application of HR policies and practices across government.

Early in this fiscal year, we propose to complete development of a corporate Human Resource Strategy which will provide the foundation and context for organization-wide action on such key HR challenges as succession management, employee safety and wellness, skills and competencies development, and more. This corporate HR plan will seek to build on the successes and leadership of HR CSUs and departments and a restructured PSC. It will also reflect the views expressed by employees in the recently completed employee opinion survey and other consultations.

I want to thank everyone who contributed to the development of the Commission's 2004-2005 Business Plan. I invite all PSC staff to contribute to its successful implementation.

Richard (Rick) C.J. Nurse, M.H.Sc.
Commissioner, Public Service Commission

Vision

Leadership and excellence in human resource management

Mission

The Nova Scotia Public Service Commission provides leadership, strategic direction and expertise in human resource management to support a strong Nova Scotia public service.

Introduction

The Nova Scotia Public Service Commission's 2004-2005 Business Plan is based on the Commission's leadership role in helping government achieve its Corporate Plan. The PSC's key strategies are intended to build a strong, responsive public service which will address the Government's corporate objectives, such as promoting the health and prosperity of Nova Scotians.

As well our Business Plan has been developed with the government's emerging and more comprehensive Corporate Human Resource Strategy in mind. The new plan focuses more broadly on the needs of our public, the challenges of a changing workforce, the value and importance of a safe and supportive workplace, the different work/life expectations of those who will make Nova Scotia their home, and on a commitment to a strong and responsive public service.

The PSC Business Plan is also developed with an eye to the complementary roles of the Human Resources Corporate Service Units (HR CSUs) and the partnership which the Commission enjoys with these key HR resources.

In August 2003, the Government announced the appointment of a Minister of Human Resources, reaffirming the importance of human resource management to government's priorities. As well, Government's newest Corporate Plan places an even stronger priority on the continued development of a skilled and responsive public service. The following are just a few examples of the link between our shared hopes for Nova Scotians and our priorities for public servants:

Human resources are highlighted in the Corporate Plan as seen through the following priorities and specific initiatives:

- Develop and implement wellness initiatives (healthier Nova Scotians - priority 1)
- Introduce standard accounting, payroll, and human resource systems for larger public service entities (fiscal responsibility and accountability - priority 4)
- Cultural Diversity (protecting what Nova Scotians value - priority 5)
- Implement Corporate Human Resources Strategy (good internal management)

Planning Context

The Public Service Commission (PSC) is responsible for:

- corporate human resource policies, programs and services
- high quality human resource management principles, values, and practices
- ensuring fair and consistent treatment of staff
- acting as government's agent in, or advising on, collective bargaining

Today's human resource planners, managers and strategic leaders are very aware of the need to systematically anticipate the human resource needs of their respective organizations, be they public or private sector. As social and economic conditions change, so too do the needs and expectations of members of our workforce.

Many researchers in the field of human resource planning suggest that organizations, including governments, must truly begin to see employees as assets. Organizations must provide employees with opportunities to enhance their skills and knowledge to better their effectiveness and commitment to public service. Organizations must compete aggressively in a competitive labour market where workers will bring a new set of values and expectations to the job search process¹. These values are expected to have at least as much to do with finding meaningful work and a positive work environment, as with a target income.

The "values shifts" and our changing demographics (e.g. family status, age and lifestyles), will also drive organizations to place even greater emphasis on the fundamentals of workplace safety, of work/life stresses, and the importance of one's work/life balance. The demographics also serve to remind us that in the public service an aging workforce with options to retire in the foreseeable future will require action on an array of succession planning initiatives.

Other challenges loom more prominently in government environments which create human resource management issues. Concerns are being expressed about the "disengagement" of our workforce in the face of negative public perceptions and attitudes about the value and quality of the public service². Managing this cycle by promoting public awareness through new initiatives which build on the successful experiences of Access Nova Scotia would begin to address and encourage "proud" public servants.

If, as government and public servants, we are to plan wisely to meet the needs and expectations of the citizens we serve, then planning must occur with a focus on service excellence through the development and maintenance of a strong public service. An employee survey was initiated and distributed in 2004, and the results will be analysed by PSC in the coming fiscal year. Awareness of the challenges facing our workforce, as perceived by our workforce, will allow the PSC to begin addressing the challenges distinct to our workforce environment. To do this, the PSC and

¹ "Voices of Canadians: Seeking Work-Life Balance". Human Resource Development Canada, Labour Program, January 2003

² "Building a Strong Work Environment in British Columbia's Public Service: A Key to Delivering Quality Service". Office of the Auditor General of British Columbia, April 2002

its HR CSU partners will seek to respond to all of the key elements of human resource management and leadership, and their collective impact on the workforce, the workplace, and work/life.

In 2004-2005 the PSC will continue to focus on the corporate and strategic human resource priorities which were developed and recommended by the Human Resource Forum:

- Strategic human resource planning and management that support the Government's priorities
- Retain and recruit qualified individuals to meet the organization's needs utilizing required competencies and diversity principles
- Employees are well informed about Government goals, receive regular feedback on how their work contributes to the achievement of these goals and are recognized and rewarded based on their contributions
- Positive employee relations and effective administration of policies and collective agreements
- Be a learning organization and create continuous learning opportunities for employees
- A high quality workplace that places paramount importance to the health, safety and well-being of employees

With these priorities in mind, the PSC will continue to work toward strategically enhancing the work/life balance of Nova Scotia public sector employees by creating tools, policies and programs which support a high quality work environment. Retaining our skilled workforce through competitive and progressive HR policies, programs and practices will strengthen our HR talent pool and enable us to be more competitive with the private sector.

The scope of the PSC's responsibilities covers civil servants and employees employed pursuant to the Corrections Act and Highway Workers Collective Bargaining Act, and members, officers, and employees of any government business enterprise or government service organization designated pursuant to the Provincial Finance Act that the Governor in Council, by order, determines to be part of the public service.

For the Government of Nova Scotia to achieve "success through people", it needs to assess whether they are creating a workforce environment that engages employees and thus fosters a culture of service quality excellence. The 2004 Employee Survey will provide information for the PSC to assess the effectiveness of the government work environment. It will allow the PSC to focus on critical human resource management aspects more selectively and meaningfully, highlight what is important to employees, and will be used in the future as a benchmark to measure our progress. This survey also gives employees an opportunity to express their opinions. If we are to truly work together, we need to view policy not only through governments and managers perspective, but through the employees lens as well.

Our belief is that many employee's needs and expectations are related to doing meaningful work and being supported and valued in the workplace. The PSC has a key leadership role in

encouraging the right culture to achieve this. Two approaches already underway to promote balance and a healthy environment are the wellness strategy, and the flexible work strategy.

Best practice dictates the measurement of performance. Monitoring, measuring and evaluating progress towards goals and making necessary adjustments along the way are components of a strong accountability and management framework. Performance accountability plays a key role in a strategic HR organization. Through the PSC's Evaluation and Audit division, processes are being established to ensure consistent application of HR policies and procedures across government.

The PSC will also continue to promote diversity through programs, initiatives and education while ensuring equal consideration for employment, advancement, and development opportunities within the civil service. New measures are being implemented in 2004-2005 to better monitor the success of our culture diversity within government.

A significant responsibility for the PSC in 2004-2005 will be negotiating the Civil Service Master Agreement, which expires March 31, 2004. This along with other expired agreements will place increased demands on the PSC's resources. The results of these negotiations will impact the Government's spending, as a significant percentage of program expenditures are in salaries and benefits. We are also very aware of the need to complete the classification systems reviews currently underway.

Demographics

The Nova Scotia labour force has grown over the last ten years by 16.4%, and as of year-end 2003 30.2% of the employed labour force were between the ages of 40 to 49 (*NS Statistics Division - Dept of Finance*). By comparison, 42% of NS civil service³ are between the ages of 40 to 49. A full 73% of the civil service workforce are over the age of 40 (*see appendix I*). This aging "baby boomer" population is not only prevalent in Nova Scotia but Canada wide, and furthermore attraction to large organizations, such as government, was less appealing for the "Generation X" group⁴.

Over the last ten years, the public service workforce⁵ demographics have changed significantly. This has been influenced by specific programs, such as the Early Retirement Incentive Programs (ERIP) (1994-1998) and Transition Support Programs (TSP) (2000-2002). Our public service

³ Civil Servants are made up of Professional, Technical, Clerical, Management, Educational, Health Services, Maintenance/Operations, Institutional/Domestic Services, and other related groups. It does not include employees under the Corrections Act, or the Highway Workers Collective Bargaining Act.

⁴ "Boom Bust & Echo - How to Profit from the Coming Demographic Shift". Foot, David K. and Stoffman, Daniel, Macfarlane Walter & Ross - Toronto, 1996

⁵ The public service workforce consists of Civil Servant, CUPE, Casual, Board Member, Tradesperson, PEP, Fee/Honorarium, Grant, Order in Council, Statutory (e.g. Correction Workers), Contract, Relief, and Foreperson. Excluded from this workforce is the Public Health and Drug Dependency Unit, Victoria General Hospital, Nova Scotia Community College, Nova Scotia Hospital, Nova Scotia Business Inc., Resorts, and Teachers.

workforce stands at a headcount of 10,885 (*as of February 29, 2004 HRMS Report*), compared to 11,229 in 1993/1994 (decrease of 3.1%).

Within the civil service workforce the 50-59 age group has experienced an increase of 14% from March 2002, while the 40-49 age group and the 30-39 age group have each decreased by 1%. This suggests to us that the implementation of a Corporate Succession Management strategy in 2004-2005 will also be a key aspect of our business plan activities.

Less than 1% of our current workforce is under the age of 25. Some of our youth recruitment initiatives have helped this increase over the past several years, and we expect to see more increases as a result of our long-term strategies aimed at this age group.

Retirement eligibility, provided by Pension Services, indicated that as of October 30, 2003 there were 837 civil servants eligible to retire with an unreduced pension. There were 135 actual retirements in 2001/2002, 137 in 2002/2003, and estimated to be approximately 250 in 2003/2004.⁶

Some research shows that the decision to retire is strongly linked to financial status. Household income, education, and lifestyle are all factors that "baby boomers" believe will influence their decision when eligibility approaches.⁷ The PSC will conduct further research of retirement trends in the public service so we can respond accordingly through training, succession management strategies and recruitment practices.

The civil service workforce has a 9% population of self-identified minority groups⁸, the largest of the groups being employees with disabilities (5.5% as of January 31, 2004). This population, compared to March 1999, has remained consistent, with a slight increase in the aboriginal group (.2% change) and decrease in the employees with disabilities group (.5% change). Diversity Management Programs will continue in the 2004-2005 fiscal year. More research on current processes and strategies will lead to the development of further programs.

The PSC has a wealth of demographic information which can contribute to the understanding of the core public service workforce. This understanding is crucial to the development of strategies which drive human resource practices and contribute to the success of HR programs.

Budget

The growing expense of salaries and benefits, which make up the largest percentage of the PSC's program expenditures (gross - 77.5% / net - 95.6%), combined with increasing demand for

⁶ "Estimated" indicates the number of retirements in that fiscal year and is impacted on by the number of employees eligible in earlier years. The retirement estimates would be further impacted on by employees choosing to take a reduced pension.

⁷ "General Social Survey: Social support and aging", Statistics Canada - The Daily, September 2003

⁸ Source: HRMS

government programs and resources, are creating a fiscal pressure for not only the PSC, but government-wide. The PSC has shown a decrease from the 2003/2004 Estimate to 2004/2005 Estimate net budget of 1.6%, we hope to adjust to these funding changes without impacting on our services to line departments, HR CSU's and employees.

Strategic Goals

Our 2003-2004 Business Plan identified seven strategic goals. During a review by the PSC leadership team, the strategic goals were revised into four high level goals, focussing upon our leadership role with respect to collective bargaining, human resource management, and a healthy, safe work environment. The strategic goals for 2004-2005 are as follows:

- To develop and sustain a culture of service excellence within Government
- To develop a dynamic, sustainable, and committed public service that meets our current and future workforce needs
- To promote and support a safe and healthy work environment that encourages the well-being of employees
- To review and promote a consistent application of human resources policies, practices, and regulations across the Public Service

Core Business Areas

There have been no changes to the PSC's core business functions, however an alignment of the core business areas with the budget to facilitate accountability has occurred for the 2004-2005 Business Plan. The PSC's core business areas reflect its mandate as defined in the Public Service Act:

- To lead, advise on and assist in implementing human resource management policies, programs, standards and procedures
- To monitor implementation and audit human resource functions across government
- To advise government on human resource management
- To advise government on collective bargaining in the public service

1. Leadership and Coordination

To research, develop, advise, lead, and implement human resource management policies, procedures and practices, then evaluate and audit their implementation and performance in the workforce. These operating functions are mainly performed by the following two divisions:

Planning and Coordination

- Provide support for strategic HR planning
- HR related accountability (HR indicators report)
- Support of workforce planning, human resource policies, organizational effectiveness, and collective bargaining
- Policy development, formulation and implementation
- Corporate human resource planning representation on PAC, HR Forums and various other planning and strategic committees
- Provide advice to Minister and Government on Human resource strategies.

Evaluation and Audit

- Ensure accountability for the effectiveness of, and compliance with, human resource programs and policies
- Obtain accurate, objective, evidence-based information to support effective decision-making on programs and policies.
- Assess the relevance and effectiveness of policies and programs, including an assessment of risk and alignment with departmental and government-wide priorities

Priorities 2004 - 2005 (Leadership and Coordination)

- ☐ Complete Corporate Human Resource Strategy
- ☐ Analyse and communicate the results of the 2004 Employee Survey. Then, develop and implement action plans to address the issues
- ☐ Facilitate and support the implementation of Project eMerge
- ☐ Develop a framework for the Occupational Health and Safety Audits and complete implementation of OH&S Report recommendations
- ☐ Complete the review of the Civil Service Regulations, Human Resources Management Manual #500, and related HR practices
- ☐ Establish a system for assessment of client satisfaction with PSC service following restructuring

2. Employee Relations

Represent the interest of Government as an Employer with respect to its direct employees, including collective bargaining and setting terms and conditions of employment for non-bargaining unit employees. These operating functions are mainly performed by the following two divisions:

Staff Relations

- Provide advice to Government on labour relations matters as requested
- Monitor and advise government on collective bargaining in the broader public sector
- Lead negotiations of collective agreements covering direct employees of Government
- Administer and interpret Civil Service Collective Agreements
- Provide labour relations advice and support to HR CSUs and line departments
- Engage in consultations with direct employee Unions towards fostering optimal employee relations

- Administer and interpret legislation, regulations and policies with respect to employee relations matters

Compensation and Benefits

- Establish and maintain classification system
- Provide corporate salary recommendations
- Address classification reviews and appeals
- Provide advice to HR CSUs
- Provide group insurance analysis and coordination

Priorities 2004-2005 (Employee Relations)

- ☐ Negotiate collective agreements for direct employees of government, such as the Civil Service Master Agreement
- ☐ Complete the Bargaining Unit Classification Review; deliver a report with recommendations for a new Management Classification system

3. Strategic Human Resource Management

Focus on recruiting, developing and retaining skilled and effective public servants through key human resource programs and services. These operating functions are mainly performed by the following two divisions:

Strategic Support Services

Attraction, Recruitment and Retention

- expertise to support departments in their executive recruitment
- transfer of accountability to departments (change management)
- advise and ensure that policies are being maintained and that government is using practices that are advantageous to our priorities
- ensure that government has appropriate skill sets by having a pool of qualified candidates for upcoming vacancies
- promote the benefits of the public service to attract the best people
- research best practices in flexible work options

Employee Safety and Health Promotion

- create a wellness strategy
- review of the central agency's obligations under the OH&S Act
- re-establish the OH&S Audit
- develop policy and provide OH&S advice of a corporate nature
- ensure EAP is aligned to corporate needs
- assist employees to return to work in the most safe and efficient manner

Innovation and Growth

Organizational Design and Effectiveness

- develop tools that will support the competencies required for management

- design and deliver professional development programs
- develop performance standards
- continue to support the performance management process
- define critical elements required for organizational effectiveness

Human Resource Planning and Succession Management

- integrated approach to human resource planning
- diversity and youth initiatives
- develop programs that enable departments to transfer skills and knowledge prior to losing the expertise

Priorities 2004-2005 (Strategic Human Resource Management)

- ☐ Develop and implement programs that support succession management and build leadership and professional capacity
- ☐ Build program tools to attract and retain qualified individuals to the public service (e.g. video, ambassador programs, flexible work options)
- ☐ Define, consult and implement an employee wellness strategy to promote a healthy, safe workplace

Budget Context

Public Service Commission			
Program and Service Area	2003-2004 Estimate (Sthousands)	2003-2004 Forecast (Sthousands)	2004-2005 Estimate (Sthousands)
Net Program Expenses			
Leadership and Coordination	\$1,434.5	\$1,456.0	\$1,500.0
Strategic Human Resource Management	\$2,241.6	\$2,173.0	\$2,114.0
Employee Relations	\$1,263.9	\$1,061.0	\$1,249.0
Total Net Program Expenses	\$4,940.0	\$4,690.0	\$4,863.0
Provincially Funded Staff (FTEs)	92*	86.4	89.4
* 2003/2004: Includes 32.4 FTEs for Co-Op and Internship Programs (PEP)			

Public Service Commission Business Plan 2004-2005
Outcome Measures

Core Business Area 1: Leadership and Coordination				
Outcome	Measure	Data	Target 2004-2005	Strategies to Achieve Target
1. <i>Achieve a high quality work environment</i>			Definition of a high quality work environment to be developed during 2004/2005	• Complete Corporate Human Resource Strategy (Priority) • Complete review of the Civil Service Regulations (Priority)
	• Voluntary turnover rates	• HRMS/SAP	To maintain 3.32%	• Complete review the HR Management Manual # 500 (Priority)
	• % of employees who report experiencing stress due to work environment	• Year 2004 - Base Yr Employee Survey Q49	*	• Facilitate/support the implementation of Project eMerge (Priority)
	• % of employees who respond favourably to their work environment	• Year 2004 - Base Yr Employee Survey (Total scores of responses in survey to the total surveys submitted)	*	• Develop a framework for OH&S Audits (Priority) • Analyse & Communicate the Employee Survey (Priority)

Core Business Area 1: Leadership and Coordination				
Outcome	Measure	Data	Target 2004-2005	Strategies to Achieve Target
1. <i>Achieve a high quality work environment continued...</i>	• % of hires based on merit	• Year 2004 - Base Yr Merit Audits	*	• Develop & implement action plans to address results of the Employee Survey (Priority)
	• % of employees who feel hiring in Gov't is based on merit	• Year 2004 - Base Yr Employee Survey Q44	*	• Establish a system for assessment of client satisfaction with PSC service following restructuring
* Targets will be developed based upon the analysis of the employee survey and research into comparative standards				

Business Area 2: Employee Relations				
Outcome	Measure	Data	Target 2004-2005	Strategies to Achieve Target
1. Improved corporate administration of collective agreements and compensation systems	- Level of grievance activity - # of grievances - types of grievance - time to resolve	Year 2004 - Base Yr PSC	*	- Completion of the Bargain Unit Classification Review (Priority) - Deliver a report with recommendations for a new Management Classification System (Priority) - Negotiate collective agreements for direct employees of government (Priority) - Develop system to measure grievance activity
* Targets will be developed once baselines from the new grievance measuring system are established				

Core Business Area 3: Strategic Human Resource Management				
Outcome	Measure	Data	Target 2004-2005	Strategies to Achieve Target
<i>I. Ability to attract and retain the most suitable individuals</i>	% of employees who would recommend employment with Gov't of NS	Year 2004 - Base Yr Employee Survey Q41	*	- Succession Management (Priority) - Career Assignment Program (CAP) - Leadership recruitment tools
	% of employees who intend to stay with the organization for 5 years	Year 2004 - Base Yr Employee Survey Q42	*	- Leadership Continuity Program (LCP) - Career Connect (e.g. Ambassador Program)
	% of employees who would stay in Gov't even if offered similar job with better compensation elsewhere	Year 2004 - Base Yr Employee Survey Q46	*	- Post secondary internship Program (Priority) - Co-op Program - Career Pathing
	% change in applicants to the post secondary internships program	PSC Data	% increase in applicants to the post secondary program	HR Strategy for Finance Community
* Targets will be developed based upon the analysis of the employee survey and research into comparative standards				

Core Business Area 3: Strategic Human Resource Management				
Outcome	Measure	Data	Target 2004-2005	Strategies to Achieve Target
1. Ability to attract and retain the most suitable individuals continued.....	% of candidates in Leadership Continuity Program who advance from their current positions	- New program 03/04 - 24 candidates (middle management positions) - 6 candidates (high level positions)	To have 80% of candidates advance from their current positions	- Development of high potential talent pool - Performance Management Strategies
	% of positions /competitions re-posted due to inability to fill	Year 2004 - Base Yr PSC / CSU HR	*	Flexible work Strategies
	Voluntary turnover rates	HRMIS/SAP	To maintain 3.32%	- Job shadowing - Mentorship Program
	# of voluntary terminations within the first year of employment	HRMIS/SAP	*	
	# of internal transfers within Gov't	HRMIS/SAP	*	
* Targets will be developed based upon the analysis of the employee survey and research into comparative standards				

Core Business Area 3: Strategic Human Resource Management				
Outcome	Measure	Data	Target 2004-2005	Strategies to Achieve Target
3. Continuous learning opportunities for employees	% of employees who feel they have access to training opportunities	Year 2004 - Base Yr Employee Survey Q29	*	- Career Pathing - Management Orientation Program
	% of employees who apply what they learned in training to their job	Year 2004 - Base Yr Employee Survey Q31	*	Leadership Continuity Program (LCP)
	% of employees who participate in an annual performance appraisal/review	Year 2004 - Base Yr Employee Survey Q11	*	Succession Management (Priority)
* Targets will be developed based upon the analysis of the employee survey and research into comparative standards				

Core Business Area 3: Strategic Human Resource Management				
Outcome	Measure	Data	Target 2004-2005	Strategies to Achieve Target
4. Workforce that values employee differences	% of repeat calls from people in designated groups relating to diversity within the workplace	Year 2004 - Base Yr PSC Data	*	- Diversity Management - Affirmative Action - Employment Equity - Education Program - Career Starts - Summer Diversity Program - Summer Female Mentorship Program
	% of employees that are respectful of employee differences	Year 2004 - Base Yr Employee Survey Q35	*	
	% of employees that believe their Departments value diversity	Year 2004 - Base Yr Employee Survey Q36	*	
	# of proposals/requests for entrance into the Summer Diversity/Female Mentorship Programs	PSC Data	increase in # of proposals	
* Targets will be developed based upon the analysis of the employee survey and research into comparative standards				

Core Business Area 3: Strategic Human Resource Management				
Outcome	Measure	Data	Target 2004-2005	Strategies to Achieve Target
5. An environment which supports the work/life balance of employees	% of employees who feel they have support to balance home and work life	Year 2004 - Base Yr Employee Survey Q16	*	- Wellness Strategy (Priority) - Flexible work Strategies
	% of employees who report experiencing stress due to work environment	Year 2004 - Base Yr Employee Survey Q49	*	Employee Assistance Program (EAP)
	% of employees who feel safe working in their job	Year 2004 - Base Yr Employee Survey Q38	*	Employee Support and Work Accommodation Program (Priority)
	% of employees who feel their Dept creates a safe work environment	Year 2004 - Base Yr Employee Survey Q37	*	
	EAP Utilization rates	Total Usage: - Year 2001 - 8.29% - Year 2002 - 8.39% - Year 2003 - 9.32% Work-Related Usage: - Year 2001 - 1.5% - Year 2002 - 1.0% - Year 2003 - 1.7%	*	
*Targets will be developed based upon the analysis of the employee survey and research into comparative standards				

Appendix 1

Age Distribution of Civil Service Population

